



COMMAND BRIEF



1ST SQUADRON, 4TH U.S. CAVALRY



1st INFANTRY DIVISION

30 MAR 06



Agenda



- Squadron Mission
- Campaign Plan
- Elements of Combat Power
- Road to Transformation
- Priorities of Effort
- Transformation Problem Set
- Conversion Strategy
- Friction Points
- Calendar Review
- Expectations
- Red Lines
- How I Operate
- Questions



FOUO

SQUADRON MISSION



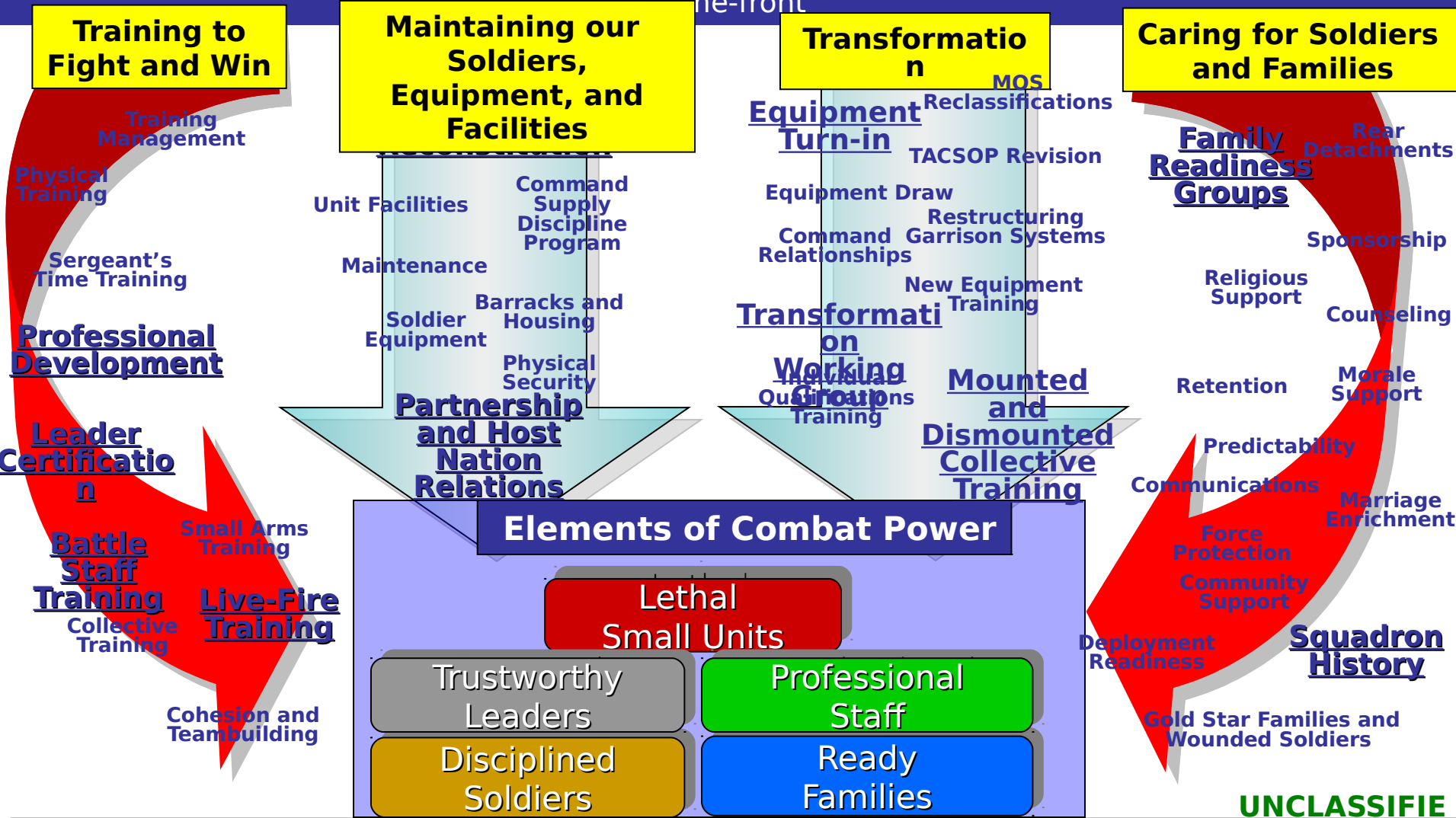
On order, 1-4 CAV transforms to 1-91CAV and achieves full operational capability as the Light Reconnaissance Squadron ISO 173rd UA (ABN) NLT 16 MAR 07.

FOUO

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QUARTERHORSE: Campaign Plan

1st Squadron, 4th U.S. Cavalry, home to the world's best Cavalry Troopers and Families, provides reconnaissance, security and economy of force for the 1st Infantry Division and transforms to 1-91CAV, the Army's first light airborne reconnaissance squadron; is prepared to deploy, conduct full spectrum operations, and win anywhere in the world while simultaneously achieving Victory on the home-front



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Dominating the Fight; Victorious on the Home-front; Leading Change

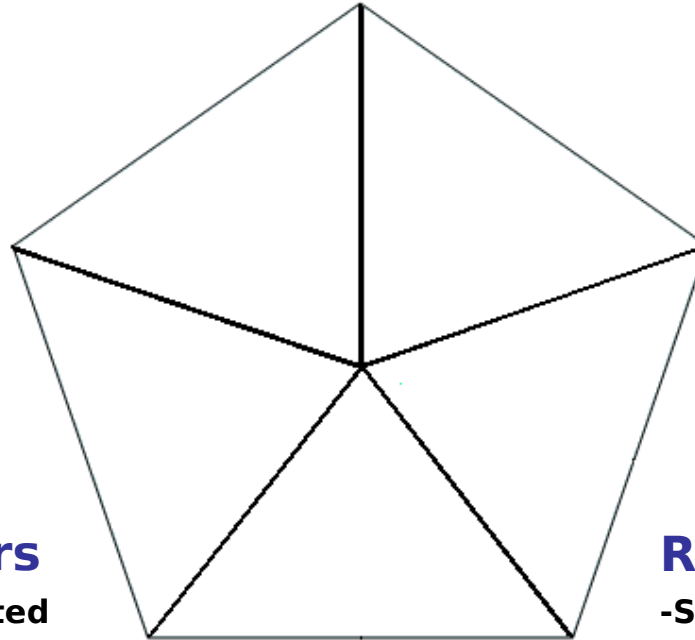


Elements of Combat Power



Lethal Small

- High morale and cohesion
- Expert Battle Drills
- Combined Arms Lethality
- Discipline and Teamwork
- Leverage Combat Experience



Trustworthy Leaders

- Character and Competence
- Mental, Physical, Moral Fitness
- Enforce Standards
- Empowered at lowest level
- Build winning teams

Disciplined Soldiers

- Highly trained and motivated
- Dignity and Respect
- Live Army Values and Warrior Ethos
- Do what is right all the time
- Care for your Battle-Buddy

Professional Staff

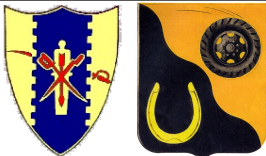
- Professional Expertise
- Support Soldiers and Leaders
- Problem-Solvers
- Find a way to say Yes

Ready Families

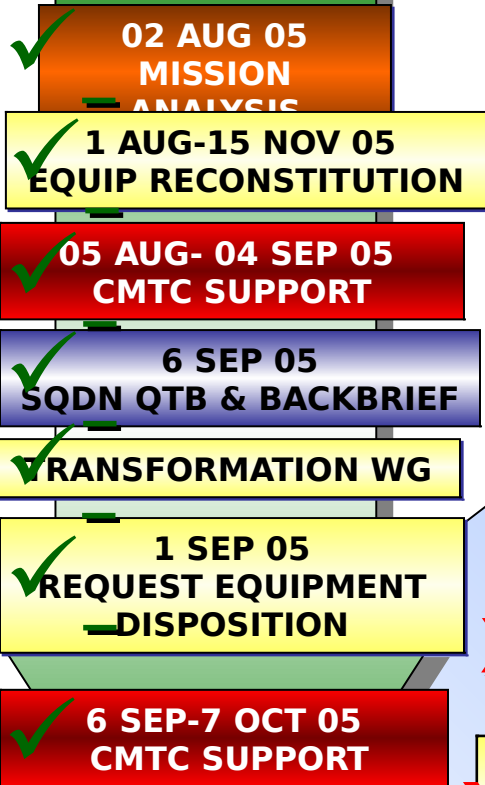
- Self-Reliant
- Sponsorship
- Empowered with information
- Engaged in fulfilling activities
- Holistic health and fitness



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UPDATED ROAD TO TRANSFORMATION

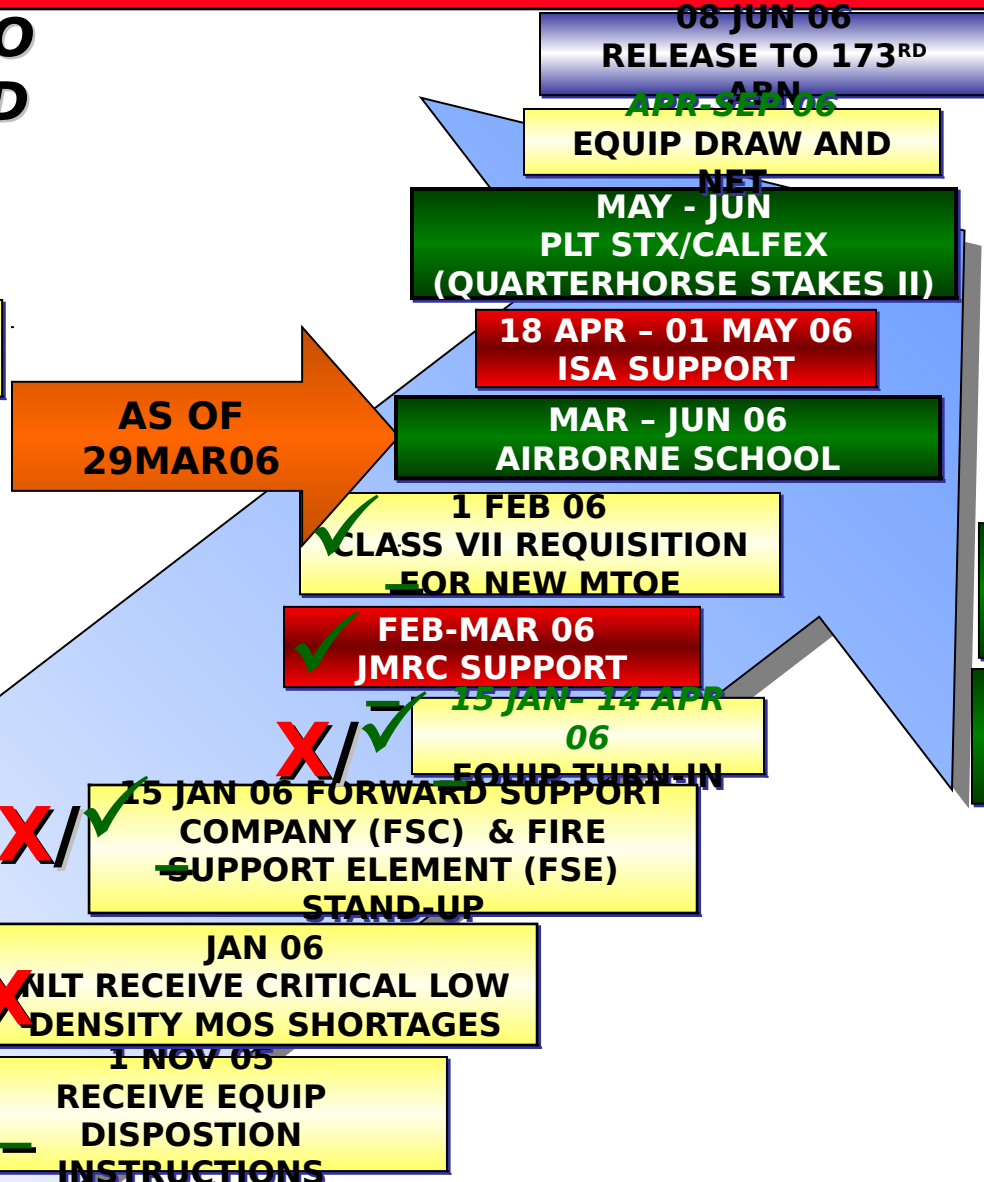


**TRANSFORMATION
PLANNING AND
PREPARATION**

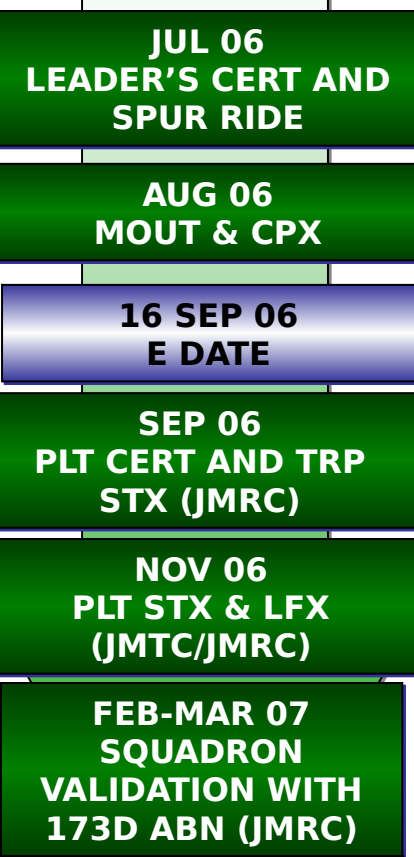


**INITIATE
CONVERSION**
1 OCT

FOUO
Sep 8 201



**ACHIEVE FOC
LRS NLT**



**16 MAR 07
E DATE + 180**



Priorities of Effort



1. Complete Vehicle and Equipment Fielding
2. Build and Train Lethal Small Units
 - Crew, Squad, Section Certification
 - Battle staff Certification
 - Leader Development
3. Setting the Conditions
 - Build the team with 173d BDE (ABN)
 - Airborne Training
 - Battle Drill Development
 - Tactics, Techniques, and Procedures Enhancement
4. Care of Soldiers and Families (Sponsorship, Awards, and Evals)
5. Facility Improvement (Barracks, DFAC, Headquarters)



Transformation Problem Set



MISSION: 1-4 CAV transforms to 1-91CAV and achieves full operational capability as the light reconnaissance squadron ISO 173rd ABN NLT 16 Mar

07 Heavy-Division Cavalry



Light Airborne Cavalry

COMPLEXITIES

- Turn in over 5000 pieces of equipment
- Draw an additional 2000 pieces of equipment
- Major personnel Transition
- Flawed organizational structure
- Transition from a recently deployed unit with 150 years of history to a unit designation with no recent history
- No existing doctrine or TTPs tailored to Light Reconnaissance Squadron Ops
- Significant changes to unit's culture and professional skills associated with transition to Airborne and dismounted operations
- Achieve C1 Status in 180 days from E-date

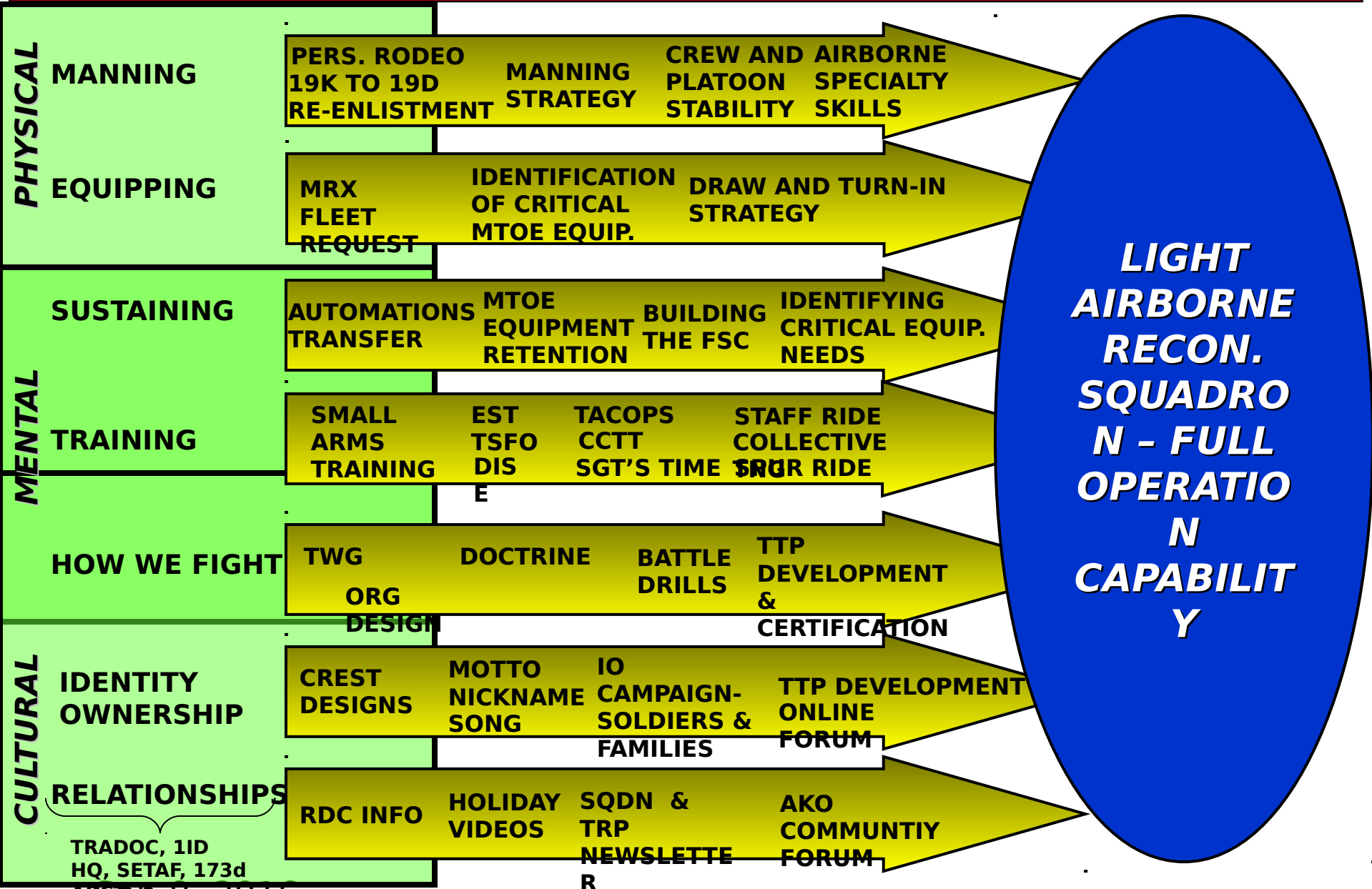
Radical Changes:

- Physical
- Mental
- Cultural

Net Result = Changes in way the Squadron Looks, Thinks, and



Conversion Strategy





Friction Points



- Lack of strategy to achieve FOC
- No manning plan
- Lack of a fielding and equipping plan
- Global Re-Stationing and Re-Basing
- Reconstitution
- Equipment Coding and Turn-in
- Personnel Turnover
- Change in Identity
 - Heavy to light
 - Division Separate to BDE MSC
 - Leg to Airborne
- 2BCT, GR2, & GWOT Support
- No Doctrine or TTPs
- C2 with three separate Headquarters.



2 QTR FY 06



TRAINING

MAINTAINING

CARING

TRANSFORMATION

JANUARY

FEBRUARY

MARCH

COLLECTIVE TRAINING

23 **PDP** 30

LEADER & STAFF TRAINING

10 **SABER DRILL 3**

11

24 **STAFF RIDE**

27 9 **SPUR RIDE**

10 1 3 **SABER DRILL 4** 14

29 **TACTICAL DECISION MAKING EXERCISE**

INDIVIDUAL TRAINING

CLOSE QUARTERS MARKSMANSHIP

**AIRBORNE SCHOOL
INDV WEAPONS PROF. TNG**

EST CREW & SECTION TRAINING

MAINTAINING

EQUIPMENT TURN-IN

15 **USR CHANGE**

TF CONVERSION

CARING

12 **COMMAND BRIEF**

20 **FRG OFF-SITE**

22 **PARTNERSHIP CEREMONY**

13 **TNG HOLIDAY** 16

17 **TNG HOLIDAY** 20

17 **TNG HOLIDAY** 19

GLOBAL WAR ON TERRORISM SUPPORT

8 **SUPPORT 2BCT JMRC** 5

IRF

RED CYCLE UNIT

HHT

C

B

A

HHT

C

B

OPD **NCOPD** **FRG STEERING CMTE** **OTHER EVENT**

Sep 8, 2016



3 QTR FY 06



TRAINING

MAINTAINING

CARING

TRANSFORMATION

APRIL

MAY

JUNE

COLLECTIVE TRAINING

18 **DARWAR S** 21

22 **SECTION MOUNTED & DISMOUNTED LFX/PLT STX** 9

LEADER & STAFF TRAINING

6 **20** 25 **STAFFEX** 27

4 **10** 19 **18** 1 **15** 16 **29**
GUNGHA HHT & C
DIN II TRP COC

INDIVIDUAL TRAINING

17 **CLS TRAINING** 21

1 **CLS TRAINING** 5

AIRBORNE SCHOOL

MAINTAINING

RECEIVE NEW EQUIPMENT

EQUIPMENT TURN-IN

3 **EPA ISNP.** 11

CARING

7 **SPRING BREAK** 16 **21** **5**
4 **18** **QTB** **COMMAND BRIEF** 9
WELCOME BRIEF

TASKINGS

18 **ISA SUPPORT** 1

RED CYCLE UNIT

B

A

HHT

C

B

A

HHT

OPD **NCOPD**
Sep 8 2016

FRG STEERING CMTE

OTHER EVENT **TWG**



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4 QTR FY 06



TRAINING

MAINTAINING

CARING

TRANSFORMATION

JULY

AUGUST

SEPTEMBER

COLLECTIVE TRAINING

MOUT & CPX

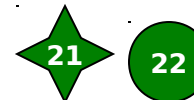
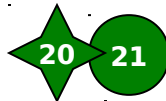
10 **SQUADRON @ JMRC**

15 OCT

LEADER & STAFF TRAINING

20 **SPUR RIDE** 21

SABER DRILL



INDIVIDUAL TRAINING

MAINTAINING

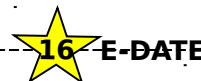
RECEIVE NEW EQUIPMENT

CARING

1 **TNG HOLIDAY** 4

1 **BLOCK LEAVE (T)**

16
SPOUSE
S' SPUR
RIDE



TASKINGS

RED CYCLE UNIT

C

B

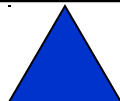
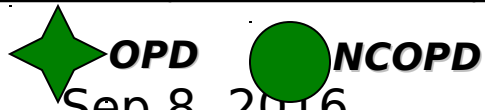
A

HHT

C

B

A



FRG STEERING CMTE



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Expectations of NCOs



- Mission AND Soldiers and Families
- Set the Example: Character, Competence
- Train, Maintain, Care
- Dignity and Respect
- Disciplined Initiative
- Set and Enforce Standards
- Live the Army Values, Warrior Ethos, NCO Creed
- The Buck stops here...



Expectations of Officers



- Mission AND Soldiers and Families
- Set the Example: Be Trustworthy
- Train, Maintain, Care
- Disciplined to Commander's Intent
- Independence and Initiative
- Communicate ...
- Clear expectations and standards
- Power-down, not Power-off
- Develop disciplined, lethal, small units



Expectations of Staff



- Professional expertise in your field
- Analyze the Mission
- Recommend actions to achieve the objectives
- Effectiveness vs. Efficiency
- Coordinate
- Follow-up
- Find a way to say Yes: legal and moral
- How can I contribute vs. not my job
- Here's how I can support; here are the costs and risks

Make the Squadron as effective as it can be; make the jobs of the Troops easier rather than more difficult



Expectations of Commanders



- Accountability and Responsibility
- Teamwork
- Train, Maintain, Care
- Lethal, disciplined, small units
- Leader development
- Force Protection
- Effective, inclusive FRGs
- Legacy of excellence



Expectations of Field Grades



- Operationalize Commander's Intent
- Eyes, Ears, Voice of Commander
- Enable Commanders to Command
- Cover Blind-spots
- Develop Battle Staff
- Mentors and Advisors
- Teamwork w/ Div, 2 BCT, BSB, Units
- Dominate Current Operations
- Shape the Future
- Legacy of Excellence



Red Lines



- Unsafe Conduct
- Alcohol or Substance Abuse
- Disrespect, Harassment, Abuse of Others
- Zipper Problems
- Incompetence
- Wasting Time
- Persistent, uncorrected problems
- Bad Morals and Ethics



How I Operate



- We are a Family
- Do your Duty, with Honor, for your Country
- Live the Army values and Warrior Ethos
- Discipline is a foundation of trust
- Disagreement does not equal disrespect
- We define success
- Excellence in combined arms, live-fire operations
- Ownership is key ... Empower and decentralize
- Good units do everything well...
- Good units respond well to adversity
- Balance
- Great leaders bring out the best in others
- Leave a legacy of excellence



QUESTIONS?